



DEPARTMENT OF THE ARMY  
US ARMY SOLDIER SUPPORT INSTITUTE  
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FORT JACKSON, SOUTH CAROLINA 29207-7025

ATSG-CG

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MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #11 – Senior Subordinate Relationships

1. At the heart of an effective Army lies a series of customs and time-proven relationships between Soldiers of different ranks that provide the foundation for discipline, good order and high morale. AR 600-20, which I consider mandatory reading by all members of this command and our officer and noncommissioned officer students, provides a wealth of important guidance and the standards for proper conduct.
2. Our training mission poses special challenges and places unique regulatory requirements on maintaining proper relationships among our students and between students and permanent party cadre. Special guidance for both on and off-duty associations, which is applicable to all SSI students and cadre, is contained in SSI Regulation 600-3, Student and Permanent Party Personnel Relationships.
3. Commandants, commanders, and members of our chains-of-command are responsible for enforcing proper senior subordinate relationships, and the equally important task of developing our subordinates and students in these key aspects of our profession.
4. Individuals encountering improper conduct should immediately bring the matter to the attention of their chain of command, commander, commandant or the Inspector General.
5. The proponent for periodic review of this policy is the SSI Deputy Commander.
6. READINESS STARTS HERE!

  
GINA S. FARRISEE  
Brigadier General, USA  
Commanding